

**TO:** James L. App, City Manager  
**FROM:** Meg Williamson, Interim Director of Public Works  
**SUBJECT:** 13<sup>th</sup> Street Bridge Widening - Communications Proposal  
**DATE:** March 16, 2004

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**NEEDS:** For the City Council to consider a communications program regarding the 13<sup>th</sup> Street Bridge Widening Project.

- FACTS:**
1. In 1998, the citizens of Paso Robles passed Measure 'D', a \$38 million dollar bond measure to fund several much-needed public facilities.
  2. Widening of the 13<sup>th</sup> street bridge is included among the Measure 'D' projects.
  3. The approved design calls for widening the bridge to accommodate four travel lanes (two each way), two turn lanes, two bike lanes, and sidewalks on both sides. Beyond the bridge limits, adjacent streets (North and South River Roads, Creston Road, and Union Road) will also be widened and reprofiled to maximize flow at the intersection and relieve traffic congestion.
  4. On February 3, 2004, the City Council adopted the final budget for the project, but requested further review of the proposed project communications program.

**ANALYSIS  
AND**

**CONCLUSION:** An Ad Hoc Committee consisting of Jim Heggarty and George Finigan was appointed to further review the proposed communications program. Attached is a comparison between the proposal presented in February and the one that is recommended by the Ad Hoc Committee. The revised program is \$97,600 compared to \$124,620 as originally presented. The reduction includes elimination of a budget contingency and consolidation of planned radio advertising.

**POLICY**

**REFERENCE:** Adopted Capital Improvement Project

**FISCAL**

**IMPACT:** The costs of a communications program are included in the adopted budget for the 13<sup>th</sup> Street Bridge.

- OPTIONS:**
- A.** For the City Council to approve a Communications Program to be administered by Barnett Cox Associates in the amount of \$97,600, and authorize the City Manager to enter a contract for such services.
  - B.** Amend, modify, or reject the above option.

Attachments:

- 1) Cost comparison matrix
- 2) Scope of work

Report Prepared By:  
Ditas Esperanza, P.E.  
Capital Projects Engineer

**City of Paso Robles**  
**Budget Estimates**  
*Materials/Vendors/Service Fees*  
*Communications Plan*

Element	Item	Original Cost	Revised Cost	% Chg
<b>Program Identity</b>				
	Graphic Identity	2,500	2,500	0%
	Totals	2,500	2,500	0%
<b>Residents/School/Church Outreach</b>				
	Database Setup	500	500	0%
	Direct Mail Handling	1,000	450	-55%
	Direct Mail Postage	2,400	2,400	0%
	Direct Mail Printing (Master)	2,800	2,800	0%
	Direct Mail Imprint	1,700	1,700	0%
	Concept, copy, design for Outreach	900	900	0%
	Message Line Monthly Costs	300	300	0%
	Web Site Development	3,000	3,000	0%
	Web Programmer (Special Services)	2,000	2,000	0%
	Web Service Provider	2,700	2,700	0%
	Web Cam Hardware	2,500	2,500	0%
	Web Cam Software	700	700	0%
	Neighborhood meetings	1,000	1,000	0%
	Powerpoint Presentation Development	1,500	500	-67%
	Miscellaneous Printing/copying/postage	500	500	0%
	Totals	23,500	21,950	-7%
<b>Merchant/Association/Special Interest Outreach</b>				
	Database Setup	100	100	0%
	Chamber Membership list	250	250	0%
	Direct Mail Handling	200	200	0%
	Direct Mail Postage	1,200	1,200	0%
	Direct Mail Printing	500	500	0%
	Totals	2,250	2,250	0%
<b>Government Leaders</b>				
	Outreach and updates	1,000	600	-40%
	Totals	1,000	600	-40%
<b>Media Outreach</b>				
	Contacts - media outreach	1,000	1,000	0%
	Fax, email, direct contact updates	1,800	1,800	0%
	Radio advertising	18,300	14,000	-23%
	Print Advertising	6,000	6,000	0%
	Radio Production	1,500	1,500	0%
	Print Production	2,800	2,800	0%
	Media Kits -- Printing/Supplies	500	500	0%
	Totals	31,900	27,600	-13%

**City of Paso Robles**  
**Budget Estimates**  
*Materials/Vendors/Service Fees*  
*Communications Plan*

Element	Item	Original Cost	Revised Cost	% Chg
<b>Visitor/Tourist Program</b>				
	Press Releases Copying & Postage	1,000	1,000	0%
	Information Cards	1,200	1,200	0%
	Totals	2,200	2,200	0%
<b>BC&amp;A Service Fees</b>				
	Monthly Retainer	40,500	40,500	0%
	Contingency 20%	20,770	-	-100%
<b>Summary</b>				
	Program Identity	2,500	2,500	0%
	Resident/School/Church Outreach	23,500	21,950	-7%
	Merchant/Association/Special Interest	2,250	2,250	0%
	Government Leaders	1,000	600	-40%
	Media Outreach	31,900	27,600	-13%
	Visitor/Tourist Program	2,200	2,200	0%
	BC&A Service Fees	40,500	40,500	0%
	Contingency	20,770	-	-100%
	Communications Plan Total	124,620	97,600	-22%



*barnett cox & associates*

# **City of Paso Robles 13<sup>th</sup> Street Bridge Project**

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## **Communications Proposal**

**Submitted by  
Maggie Cox  
Barnett Cox & Associates, Inc.  
December 1, 2003**

# Communications Plan Outline

## 1. Introduction

- Overview
- Goals
- Objectives

## 2. Target Audiences

- Impacted Individuals
- Residents
- Commuters
- Merchants
- Students
- Truck Traffic
- Recreational Traffic
- Government Leaders

## 3. Identification of Target Audiences Database

## 4. Strategies and Tactics

- Overall Program Identity
- Affected Residents / Neighborhood Schools & Churches
- Merchant / Association / Tourism / Trucking / Emergency Service Providers
- Government Leaders
- Media Outreach
- Employer Outreach
- Telephone Message line, Web Cam, Web Site

## 5. Summary & Conclusions

## 6. Budget Estimate

# Introduction

Barnett Cox & Associates proposes to design and implement a communications plan focused on Paso Robles' 13<sup>th</sup> Street Bridge (TSB) Project, with the project anticipated to begin in spring of 2004.

The purpose of the communications plan is to educate Paso area residents, community members and other impacted individuals and groups regarding construction plans, work schedules, traffic complications, and transportation alternatives to minimize impacts while the project is underway.

The City also plans to undertake a number of additional improvement efforts related to the bridge widening. The community will benefit from intersection improvements, open space and bike trails that result, although the time and duration of the project makes it difficult for a wide sector of the community.

The 13th Street Bridge connects areas of high traffic and provides a main cross artery from the east side of Paso into Highway 101 and the downtown. The 18 month- to two year improvement project will impact a broad cross section of community members. It will not only affect residents who live in the area of the bridge, but also school attendees, businesses, and employers relying on the route for transportation of both goods and personnel. There will be impacts felt in nearby neighborhoods as drivers attempt to avoid construction areas, and there will be public scrutiny of potential eminent domain actions needed to complete the project.

Barnett Cox & Associates (BC&A) has extensive experience in communications challenges of this type. In addition to Project Cuesta Grade (which extended for five years), BC&A has managed two public awareness campaigns for CalTrans in Monterey County and has worked with Unocal on projects including the Avila Beach clean up and rebuild and current home demolition projects in Santa Maria. In every case, even when circumstances are difficult and the project unwelcome, BC&A has found that straightforward, comprehensive communication efforts keep community complaints to a minimum.

## Target Audiences

A number of key audiences will be impacted by the 13<sup>th</sup> Street Bridge project, and each is identified below. Many of the same communication techniques will be utilized for the different groups, but it is important to maintain distinct databases and offer customized messages that address each constituency.

### *Residents*

The 13<sup>th</sup> Street Bridge is the main connector to Highway 101 and downtown Paso Robles for a number of residential neighborhoods on the city's east side. This area contains established neighborhoods like El Dorado Estates along with a significant amount of new home development in the last few years.

New home development has also generated new schools and a large student population, joining the already-established public and private schools of the east side. Local residents who might otherwise use the Niblick Bridge to get to eastside homes are aware that the 13<sup>th</sup> Street Bridge can provide a roundabout that avoids the Niblick Bridge.

### *Commuters*

A key group to be informed of construction plans and impacts are the people who use the 13<sup>th</sup> Street Bridge in the course of their daily commute. The large number of houses creates a large number of individuals making their way to work either via Highway 101 or into downtown Paso Robles and other nearby locales. There are some business interests on the east side whose customers access them via the 13<sup>th</sup> Street Bridge.

### ***Merchants***

Downtown Paso Robles and the retail areas on the city's east side provide dual attractions for community members seeking entertainment, dining, shopping, services and other activities. Both areas are actively used, as reflected by cross-town traffic and backups on the 13<sup>th</sup> Street Bridge reflect this. Merchants and business owners and managers are an important constituency for receiving project impacts information.

### ***Students***

The North County campus of Cuesta College is located on the eastside of the 13<sup>th</sup> Street Bridge. Student commuters, Cuesta faculty and staff and public and private school attendees on the east side of Paso will be impacted by road construction.

### ***Truck Traffic***

This area also receives a fair amount of truck traffic due to its accessibility to Highway 46 as well as the presence of some truck-traffic generating businesses on the east side.

### ***Recreational Traffic***

Tourist-related traffic into and through San Luis Obispo County is critically important to the overall economy of the area. The Paso Robles Chamber of Commerce, PRVGA, SLO County Visitors and Conference Bureau, motel and hotel owners, and others associated with the tourist industry are an audience who should also be kept informed about the project.

### ***Government Leaders***

Paso's local government leaders (elected and staff) will be impacted by resident concerns and questions. This sector, along with state and federal elected officials and/or staff, need to be kept informed about project progress.

# Identification of Target Audience Database

Individuals affected by the 13<sup>th</sup> Street Bridge Project may fall into several of the different groups noted above. It is important to identify individuals by group, with the anticipation that each group may need different information and key messages.

BC&A anticipates acquiring appropriate database contact information for each sector.

For the purpose of this proposal, the groups have been designated as follows:

Group	Members
Residents	Individual mailing lists; homeowner groups
Government	Group includes City elected officials, appointees, commissions, boards, department heads, Supervisors Ovitt and Ryan, CHP, etc.
Associations	Senior organizations, home owner associations, area churches
Merchants	Paso Main Street, Paso Chamber of Commerce, Paso CVB, PRVGA, Mid State Fair, Medical Groups, California Trucking Assn, other economic organizations
Media	TV, radio and newspaper serving Paso Robles area
Education	School districts, individual schools, private schools, community colleges
Miscellaneous	Emergency medical service providers; hospitals

## Strategies & Tactics

BC&A will use a comprehensive communications model for outreaching to target audiences. The tools and techniques noted below are recommended for each sector as indicated; however, BC&A recognizes that strategy and tactics' development will benefit from client input and refinement.

In each case BC&A identifies a target audience sector and notes the communication goal and tools that will be used in accomplishing those goals.

### KEY STRATEGIES

#### Overall Program Identity

Plan: Development of a Program Identity package that is contemporary, informative and easily recognizable. All graphic material produced must have application for all types of media. Included in the package will be a logo design, slogan and signature color. These tools will enable the branding of the project, which in turn provides a ready identity of the project and facilitates communication about it

#### Affected Resident / Neighborhood School & Church Outreach

Plan: Communicate with the identified target audiences through use of direct mail, Internet (website and email outreach), information line, and media.

Methods: Design and execute following programs

- Database development

- Introduction letter and Project fact sheet
- Internet web site
- Postcard mailers for project updates
- 24-hour Message Line / 800 number about the project
- Speakers' Bureau/PowerPoint presentations prepared and offered to groups
- Neighborhood meetings scheduled as needed

**Merchant / Association / Tourism / Trucking / Emergency Services, etc. Outreach**

Plan: Establish communications with Paso area merchants via direct mail, speaking presentations and ongoing media support. Groups include Chamber, PRVGA, CVB, Paso Main Street, other merchant groups and associations; service clubs such as Rotary.

Methods: Design and execute following programs

- Database development
- Introduction letter and Project fact sheet
- Promote Internet web site
- Promote 24-hour Message Line / 800 number about the project
- Speakers' Bureau / PowerPoint presentation prepared and offered to key groups; schedule presentations

### Government Leaders

Plan: Inform local elected officials, staff and other government leaders about project. This sector is also a heavy user of media and will derive information from media sources in addition to personalized outreach.

#### Methods:

- Include in mailings
- Poll individuals for level of project information each prefers; cater outreach accordingly.
- Provide project updates at appropriate government meetings

### Media Outreach (News coverage and paid advertising)

Plan: Introduce project to local news media; initiate news coverage of project; develop advertising as support to news coverage. Develop special relationships with KPRL; initiate webcam relationship. Produce support-advertising messages for newspaper, radio and print media.

#### Methods:

- Develop media contact list.
- Host media breakfast to introduce project
- Maintain ongoing news media contact via press releases, email alerts
- Place advertising with appropriate media
- Develop KPRL /Bridge Cam project
- Produce support-advertising campaign.

### Telephone Hotline, Web cam, Web Site

Plan: As support to all communications with residents, merchants, community leaders and media, a 24-hour telephone message line will be established, a web cam installed on site and a web page developed to provide the public with easy access to the web cam picture.

#### Methods

- Obtain service/ establish 24-hour message line
- Develop 13th Street Bridge Project Web Site
- Oversee web cam installation

## Summary & Conclusions

BC&A proposes a multi-tiered communications effort designed to inform Paso area residents and other affected parties about the 13<sup>th</sup> Street Bridge Project. The program will be designed to utilize proven techniques BC&A has refined in working on other community projects.

The cost estimates that follow are rough estimates only. BC&A will work with City officials to devise a specific plan, budget and timeline for services and identify a project spokesperson for the City. BC&A will draft message points, conduct media training as needed, produce and oversee all campaign elements as agreed upon and provide regular reports to the City as requested.

BC&A is pleased to be considered for this project and is eager to work with the City of Paso Robles as a partner in the communications aspect of the project.

Element	Item	Costs
<b>Program Identity</b>	Totals	Graphic Identity <u>2,500</u> 2,500
<b>Residents/School/Church Outreach</b>	Database Setup	500
	Direct Mail Handling	450
	Direct Mail Postage	2,400
	Direct Mail Printing (Master)	2,800
	Direct Mail Imprint	1,700
	Concept, copy, design for Outreach	900
	Message Line Monthly Costs	300
	Web Site Development	3,000
	Web Programmer (Special Services)	2,000
	Web Service Provider	2,700
	Web Cam Hardware	2,500
	Web Cam Software	700
	Neighborhood meetings	1,000
	Powerpoint Presentation Development	500
	Miscellaneous Printing/copying/postage	500
Totals	<u>21,950</u>	
<b>Merchant/Association/Special Interest Outreach</b>	Database Setup	100
	Chamber Membership list	250
	Direct Mail Handling	200
	Direct Mail Postage	1,200
	Direct Mail Printing	500
	Totals	<u>2,250</u>
<b>Government Leaders</b>	Outreach and updates	<u>600</u>
	Totals	600
<b>Media Outreach</b>	Contacts - media outreach	1,000
	Fax, email, direct contact updates	1,800
	Radio advertising	14,000
	Print Advertising	6,000
	Radio Production	1,500
	Print Production	2,800

Media Kits -- Printing/Supplies	500
Totals	27,600

Element	Item	Costs
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**Visitor/Tourist Program**

Press Releases Copying & Postage	1,000
Information Cards	1,200
Totals	<u>2,200</u>

**BC&A Service Fees**

Monthly Retainer	40,500
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**Summary**

Program Identity	2,500
Resident/School/Church Outreach	21,950
Merchant/Association/Special Interest	2,250
Government Leaders	600
Media Outrech	27,600
Visitor/Tourist Program	2,200
BC&A Service Fees	<u>40,500</u>
Communications Plan Total	97,600